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# dialogue

The Staff Newsletter of the Ministry of Community and Social Services

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## Restructuring update: New ways of working

Here's an update on how "new ways of working" are being put into place across the ministry as MCSS restructuring continues to be implemented.

### ► First Senior Management Forum

The first Senior Management Forum was held Nov. 10 to gather advice on the new Ministry Communication Networks and the new policy development process. Participants include the Deputy Minister, Assistant Deputy Ministers (ADMs), branch directors and area managers.

Senior Management Forums will be held quarterly. The forums are a new way for senior managers to provide input into ministry management, program and policy initiatives.

In establishing these forums, Management Committee recognized there will also be a need for other new ways of working together that involve managers and staff from all levels of the ministry.

### ► Ministry Communication Networks

Implementation of the new Ministry Communication Networks is set for December. The networks are meant to build successfully upon informal networking processes that have worked well in the past. They will be a new way for managers and staff to share information and provide fast, flexible and focused attention to issues. More details will be announced at a later date.

### ► Program Management Committee

The new Program Management Committee (PMC) is chaired by the ADM of Program Management Division, Sue Herbert. Members include all area managers, the director of Developmental Services Branch and the director of Management Support Branch.

This forum provides leadership for the entire division and allows area managers and directors to work together as senior managers of the ministry.

PMC establishes the agenda and priorities for the division in the context of the ministry's priorities. It provides financial management for the division and gives senior management advice to the ADM for the purpose of decision-making.

PMC provides an opportunity for senior executives of the division to develop further understanding of government priorities, and supports managers in providing key leadership to their respective communities. PMC maintains close links with other divisions.

### ► Developmental Services Branch

The director of the division's new Developmental Services Branch, Brian Low, began his duties Nov. 1. Support staff have been assigned, and Gord Markham has been appointed the co-ordinator.

### ► The Policy Process

One of the key tasks of the ministry reorganization is the development of new policy development processes. These processes will take into account the restructured ministry responsibilities and ensure clarity of the roles that staff have in the development of ministry policy.

Policy branch responsibilities have been expanded to a lead role in the full range of policy development activities, including policy implementation planning.

The Policy Transition Task Force of the ADMs with policy responsibility, will be using a series of focus groups and discussions from the Senior Management Forum held Nov. 10 to help create these new processes, guidelines and related supports. The new policy development process is expected to be released in December.

### ► Inter-divisional Working Relationships

Striving to achieve a ministry that is closely integrated and works efficiently across divisional boundaries is challenging in an organization that delivers so many diverse

*Continued on page 2*

## Our Amethyst Award winners

*Editor's note: Last month, we told you the names of ministry staff who were given the first-ever Amethyst Awards at the October event, which celebrates outstanding achievement in the Ontario Public Service during Customer Service Week. Here we profile the MCSS staff who were recognized and honoured for their achievements. The five individuals and one group were among 277 individuals or groups to be nominated for the awards.*

Most people would be taken aback at the idea of looking after the needs of 1,500 young children, but it's all in a day's work for Florence Lake, our program supervisor of child care for the Algoma District. Working out of the Sault Ste. Marie office, Florence has played a pivotal role in building a responsive and effective child care system in the district.

Just a few of her contributions include introducing to the area the concept of child care in the workplace, home child care programs for First Nations communities, and the promotion of francophone programs. She has also been active in extension work, and is well-respected by her clients.

Almost any youngster in licenced child



Florence Lake enjoys a few moments with children at the Sault Ste. Marie Day Care Services Inc. during a visit.

care in the Algoma area — from two-month-olds to 12-year-olds — has been touched in some way by Florence's work. Her main concern has been the best interests of the children, their families and the community. In the words of one client, "We know Florence is always there for us."

Although the award for the Sudbury Efficiency Project specifically names MCSS as the ministry recipient, the manager of the Sudbury Area Office, Richard Rivard, will quickly tell you that as an inter-ministry project, people from almost every ministry as well as people from the Workers' Compensation Board and the Ontario Provincial Police were named. The project was the only group among those nominated to win an Amethyst.

The Local Interministry Networking Committee Sudbury, or LINCOS, brought together 60 people from a dozen ministries to provide more efficient and effective service to the public.

LINCOS focused on four areas of common concern: customer service, communication, common services and transportation. Improvements included upgraded phone and electronic mail systems, updated and easy-to-use directories, a travel co-ordinator and a ride-share program in which staff from the various ministries can travel together to save on costs.

Perhaps most important of all, the committee approach has led the way in reducing costs while improving



Sudbury area manager Richard Rivard, for competition, represented MCSS at the Amethyst Awards.

Representing other ministries belonging to the Sudbury Efficiency Project were (from left) Carl Marcotte of the Sudbury Jail/Ministry of the Solicitor General and Correctional Services; Paulette Smith, investigator/outreach officer/Ministry of the Attorney General; Bob Allard, district manager/Management Board Secretariat; and Randi Wrought, human resources advisor/Ministry of Northern Development and Mines.

service to the public. Besides Richard, the ministry staff named on the award are Diane Gamble, Sandra Barri, Susan Hoffer, Rana Haq, Ron Mahy, Candi Blais and Margaret Julian.

## ► Redeployment activities update

The co-ordinators in the Management Support Branch with duties specific to child care, social assistance, community services, developmental services and financial co-ordination were selected in October. (Check "People on the move" in the October issue and this issue of Dialogue for a who's-who list.) Brad Archer has been named senior manager of the Community Services Unit.

Surplus notifications took place during the first week of November in the regional offices and corporate locations, following job offers and acceptances in late October for policy analyst and program analyst positions. Because of significant success in

redeployment activities, the number of unassigned staff is relatively low. About 100 employees have been directly placed, or have received job offers for the new/restructured positions, so far.

Employees who receive surplus notifications have right of assignment to jobs in other ministries under the "direct placement" provisions applicable to surplus employees. As well, they continue to be matched to MCSS vacancies by the ministry's Redeployment Unit. And, of course, they can also seek other positions through the normal competitive process.

## Restructuring update: continued from page 1

services in many distinct communities. In the past, some lack of clarity around divisional responsibilities and expectations has led to confusion and even duplication of functions. Clarifying the relationships between divisions will mean building upon the co-operation and collaboration that have been successful in the past, and will streamline the time required to manage the shared accountabilities that divisions strive to achieve together.

To date, the recommendations made by Restructuring Task Forces in June of this year have been compiled and supplemented with further information. This information has been applied to a framework of relationships that reflects the complexity and inter-divisional accountabilities of the ministry. The final agreed-upon inter-divisional working relationships will be incorporated into many ongoing developmental changes in the ministry, in addition to being covered in Phase II of Orientation (see below).

The Corporate Services Division is well underway with the establishment of its new interdivisional committees/user groups: the HR program and policy committee, the financial advisory committee and the information systems customer reference group.

### ► Orientation Program

During Phase I of the Ministry Restructuring Orientation, the Deputy Minister and ADMs visited offices across the province to discuss the restructuring changes that were announced on July 5. A package of background information was also distributed to all offices on Aug. 5.

Phase II of orientation activities centring on the new ministry structures and processes is planned for December/January. It will include subjects such as: Orientation to Ministry Communication Systems; the new policy process; interdivisional working relationships; Integrated Information Systems; financial management in a

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## Amethyst Awards continued from page 1

Joyce Bodner is now retired and preparing for a new career as a breeder of purebred dogs in Hope, British Columbia. But she has left behind a popular and convenient process that helps thousands of people across Ontario every day.

Joyce was the driving force behind the Electronic Funds Transfer Project, which has cut employee workloads while providing clients with superior service. This project gives social assistance recipients the option of having their family benefit payments deposited directly into their bank accounts.

The project was successfully piloted in Peterborough in 1990, and since then the number of recipients who have opted for direct deposit is about 40 per cent of the provincial caseload — some 128,000 recipients. As a result, for these families there are no more lost or late-in-the-mail cheques, which has meant a significant savings in terms of replacing such cheques.

Vic Churchman, Joyce's supervisor while he was senior manager in the Financial and Administrative Services Branch, with Joyce Bodner at the Amethyst Awards.



Ken Kealey is now retired from Lady Ellen Place in Ottawa, which may recall that he used to be with the Ottawa West probation group.

Ken was given his Amethyst Award for developing and nurturing the Preventive Intervention Program, or PIP. The program gives a second chance to young people who are basically good kids but who make a mistake. PIP diverts young people away from the court system who might otherwise have been charged with a minor offence. Those who choose to participate are teamed up with a PIP co-ordinator and a volunteer criminology student. Together, the team works out problems and finds solutions.



Since its start in 1975, PIP has become a respected community crime prevention program in the Ottawa area. The program reduces court backlogs, has tremendous success with clients, gives university students valuable experience and gives young people a chance to re-cast their futures.

Although officially retired, Ken is continuing his involvement with our staff and with young people and is volunteering his time as a court duty officer two times per week.

Ken Kealey is still involved with the ministry as a volunteer.

Photo: Ted Jan

John Stapleton and Joan Spence collaborated to create a unique group: the province's first Council of Consumers.

The council is a voice for people who receive social assistance, composed of a diverse group of Ontarians who can speak from experience about the needs of people who are social assistance recipients. Through this council, consumers are given the opportunity to have a say in decisions that affect social assistance.

John and Joan worked hard to make the council a reality and to help give consumers a true arena for participation in government.

John is now acting director of special

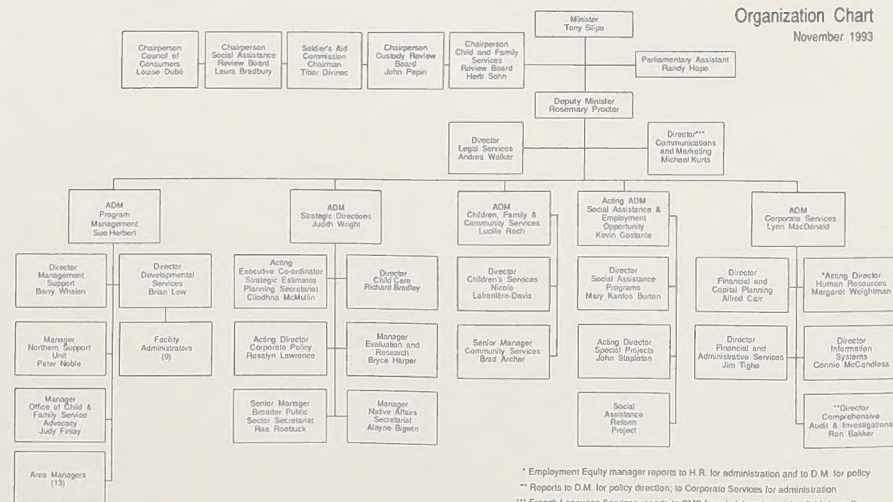
projects in the Social Assistance and Employment Opportunity Division in Queen's Park. Joan has returned to her native country of Jamaica and now works for the World Bank; she was a program analyst with the ministry.



John Stapleton, along with Joan Spence, pulled together the Council of Consumers, a first in the province. Joan now lives and works in Jamaica.

Brian Fiddell photo

## Ontario Community and Social Services Organization Chart November 1993



\* Employment Equity manager reports to H.R. for administration and to D.M. for policy

\*\* Reports to D.M. for policy direction, to Corporate Services for administration

\*\*\* French Language Services reports to CMB for administration and to D.M. for policy



# 39th Annual Conference of the Probation Officers Association of Ontario tackles tough issues

Stories and photography by Debbie Mills, Probation Officer, MCSS, Elliot Lake

The 39th Annual Probation Officers Association Conference was held Oct. 24-27 in Sault Ste. Marie. Probation officers, supervisors, and correctional staff from MCSS, the Ministry of the Solicitor General and Correctional Services, and interested members of the community attended to share ideas, learn new techniques and discuss mutual interests. The theme of the conference was "The Hub of Change."

The highlight of the conference was the keynote address and plenary session conducted by noted Canadian author Elliot

Leyton, an expert in the field of multiple murders.

Each participant had the opportunity to attend three training workshops in addition to the general sessions.

David Christopherson, Minister of The Solicitor General and Correctional Services, addressed the gathering at the banquet. He discussed new directions in corrections in times of constraint. This theme was also present in the opening ceremonies as several speakers — including Dave Zuccato, district manager of the Algoma District Office of MCSS Services, Chief

Barry King of the Sault Ste. Marie Police Services, Glen Wasyluniuk, Crown Attorney for the District of Algoma, and Debbie Spence, President of POAO — addressed the theme of working together for crime prevention and rehabilitation of offenders.

Ben Baldassarro, conference chair and president of the Algoma branch of POAO, credited the 12-member organizing committee (made up of representatives of both ministries) for its success. As a result of their year-long

activities, the association awarded the Algoma Branch "Branch of the Year" honours.

Next year's conference will be held in Toronto.



## Expert on serial killers explains "why would someone do it?"

Elliot Leyton, the noted Canadian anthropologist and professor at Memorial University in Newfoundland, addressed the POAO conference in Sault Ste. Marie on the topic of multiple murderers.

Leyton, who acts as a consultant to international law enforcement agencies such as Scotland Yard and the Federal Bureau of Investigation, is the author of *Sole Survivor* and *Hunting Humans*.

Leyton told the group of 300 that serial killers, although on the increase in the United States, make up less than one percent of all murders. Their presence in Canada, at this time, is rare, but phenomenal when one surfaces, such as Montreal's Marc Lepine. They are interesting to Leyton, as he finds that they are a study in human squalor, deformity and depravity.

Although theories explaining the evolution of serial killers abound, few bear scrutiny. Leyton believes that "recreational violence" may be breeding "recreational killing" in the years since World War II. In short, these killers are having fun and are flourishing in our

current environment. Some have hideous backgrounds, with histories of traumas and abuse. Some have a hate for a certain group (Ted Bundy hated socialite women), but surprisingly, most do not come from bad backgrounds.

Leyton debunks the theory that they

*Some serial killers have histories of traumas and abuse.*

were "born that way." If this were so, he believes we would see them in roughly the same numbers across all cultures and this is not the case.

Tracking down a serial killer is a difficult task. They sometimes leave clues on purpose or derive pleasure from the "game" with law enforcement officers. Current methods of criminal profiling are becoming more advanced and experts are available to law enforcement agencies across the continent to assist with investigations. The Behaviour Science



Prof. Elliot Leyton

Unit of the FBI has developed a checklist of 400 checkpoints that is helpful in investigations. Professor Leyton works closely with the FBI in this regard.

## Prosecuting sexual offenders

Algoma District assistant Crown attorney Mary Pascuzzi conducted a workshop on the finer points of prosecuting sexual offenders and the role of the probation officer in court. Ms. Pascuzzi is a 10-year veteran of the crown attorney's office and is recognized as an authority in this area.

Ms. Pascuzzi provided an overview of the court protocol for such cases and offered explanations as to why certain things happen that society may not agree with. The victim is the primary consideration in these cases and a lesser sentence may be accepted in deference to a child who is afraid to testify or in order to get the offender "off the streets quickly."

Ms. Pascuzzi said these offences are difficult to prosecute and crown attorneys look to the probation officer for concrete recommendations for sentencing conditions. In her words, "Cut to the chase...if someone is not a candidate for probation, say so. The more information the crown has in court, the safer society will be."

Ms. Pascuzzi also warned, "Don't ever be afraid to approach a crown attorney to tell him or her what you cannot do." They will speak for you in court or make sure you have the opportunity to speak for yourself.

## Dealing with violent young offenders

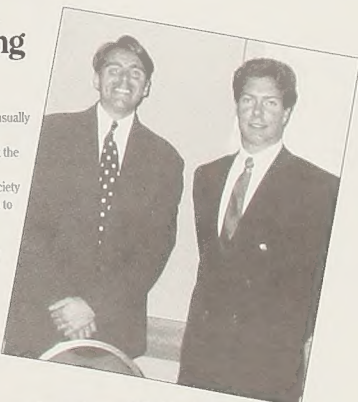
Dr. Steve Dalrymple, psychologist at Syl Apps Secure Treatment Centre, and Dr. Jay McGrory of Algoma Child and Youth Services, Sault Ste. Marie, an MCSS-funded agency, told participants at the conference of their work and research with violent young offenders.

Youth who have committed violent crimes such as murder, attempted murder, manslaughter, aggravated or sexual assault and armed robbery are the most "expensive" offenders we deal with, in terms of the services and time that are directed to them once they are sentenced.

The two psychologists challenged the myth that these young offenders remain dangerous. Both indicated that such offenders are usually withdrawn and cause little trouble after they commit their

offences. They are usually the best-behaved in facilities, and are not the cool calculating psychopaths that society often imagines them to be — especially children who kill.

This sub-group of offenders, in most cases, are the least likely to re-offend, have no prior record, are less impulsive and have good personality functioning.



Dr. Jay McGrory and Dr. Steve Dalrymple presented a workshop of violent young offenders.

We'll have more coverage of the POAO conference in the next issue of *Dialogue* from probation staff Debbie Mills, Bill Carrere and Beth Anich. You'll see stories about Project DARE, child sex offenders and behaviour cycles.



## People on the move

**B**rad Archer will be the new senior manager of the community services unit as of November 29. Brad is returning to MCSS from the Ontario Heritage Foundation.



Brad Archer

Ty Townsend is now the financial co-ordinator for the Management Support Branch in the Program Management Division.



Ty Townsend

As part of continuing efforts to streamline and simplify the ministry, the Better Business Practices Unit has been integrated within Financial and Administrative Services Branch. Manager Mary Simpson now has the title of manager of policy and administrative services, which includes the BBP function.

Sue Lantz has left the policy support

and co-ordination unit of Community Services Branch to join West Park Hospital in Toronto. She is director of the Gage Transitional Living Centre, which teaches daily-living skills to people with disabilities who are preparing to live in the community.

Ken Macdonald is now on a two-year secondment to Queen's University. He is the associate director of development at the university's health policy unit and an assistant professor at its faculty of medicine. Ken had been the Southeast regional director for the past 14 years.

Margaret Goossen has retired from the ministry after 32 years. She was with VRS in the Burlington Local Office.

Purchasing says farewell and happy retirement to Gail Aprille and John Zeal at the end of this month.

Ruth Frankel retired from her position as manager of the human resources head office unit at the end of October.

Carol Orphanacos is acting administrator for Oxford Regional Centre in Woodstock until early December, while Murray Hamilton is away.

## Workplace seminars coming up

**H**ave YOU attended a workplace harassment and discrimination prevention session yet?

Each employee is required to attend at least one of these information sessions, and so far about 5,000 people have done so, says co-ordinator Shahid Akhtar. There are about 9,300 full-time employees in the ministry.

A little more than 100 complaints, both formal and informal, have been made under the Workplace Harassment and Discrimination Policy (WHDP) since it

became policy in December 1991, and all but seven have been resolved, says Shahid.

The Employment Equity Unit of the ministry is sponsoring sessions for Greater Toronto Area staff in November and in coming months. In her memo of Aug. 12, Deputy Minister Rosemary Proctor has also invited senior managers in work locations where information sessions have not yet been arranged, or where employees have not yet had a chance to attend, to contact Shahid. He can be reached through e-mail, or call him at 416-327-4758.

## Blueprint available for long-term care reform

**T**he "blueprint" to be used by multi-service agencies that will provide one-stop access to long-term care services was released Sept. 29 by Health Minister Ruth Grier.

The multi-service agencies will serve seniors, adults with physical disabilities, people of any age currently using home care services and family caregivers. Among other functions, they will combine the responsibilities of home care and placement

co-ordination with existing services in the community. These include Meals on Wheels, personal care, nursing, homemaking, physiotherapy, caregiver respite, telephone reassurance and transportation as well as referral to other services.

This blueprint for multi-service agencies is the fourth paper of the series in the reform of the long-term care system.

For copies of the paper, please call 314-5518 in Toronto or 1-800-268-1154 toll-free.

## Rural child care conference

**N**ovember 30 is the deadline to register for the Rural Child Care Conference to be held January 20-22 at Geneva Park in Orillia.

There are nine workshops to choose from, including such subjects as flexibility and the Day Nurseries Act, keeping your child safe, and training options for parents and caregivers.

1994 is the International Year of the Family, and MCSS is

one of the major sponsors of the conference, along with the Ministry of Agriculture and Food and Health and Welfare Canada. The

conference is being organized by a committee comprised of a number of community representatives.

For more information, contact Joyce Canning at OMAF, P.O. Box 1030, Guelph, Ontario N1H 6N1 (or call 519-767-3115).



## A "postcard" from France

**A**t the request of MCSS, a Toronto open-custody group home for young offenders was to take a similar group home in France. Clifton Youth Services (CYS) hosted five residents and two staff from Le Foyer Rene Birette group home in Lille, France for one week during the summer.

Activities included a trip to the Metro Zoo (the group got lost on the way back and ended up in Barrie), Canada's Wonderland, a tour of the city and a Blue Jays game.

The staff were very interested in CYS's program and felt that their own program was more rigid and structured in comparison. Their ministry focuses on the criminal justice system; their young clients are sent to them through the courts as an alternative to jail.

CYS program support supervisor, Unah Grieve, said it's hoped that the experience can be shared again, this time as a trip to France in exchange.



The photo, sent by our French visitors from their "photo album," shows (left) MCSS exhibits and events co-ordinator Irv Kirstein and Loney Forde, who acted as translator (both from Communications and Marketing staff), with the French youth and staff. On the far right is Unah Grieve of CYS.

## Ending violence against women

**T**he week of November 27 to December 3 is the third annual White Ribbon Campaign.

Men are invited to wear a white ribbon during the week—particularly on November 29—to show their awareness of the problem of violence against women. Every man who wears a white ribbon shows he assumes responsibility for breaking the silence against violence toward women.

November is Wife Assault Prevention Month in Ontario and December 6 marks the anniversary of the

massacre of 14 female engineering students in Montreal.

At Queen's Park, there will be a presentation on the Monday of the campaign (Nov. 29) at noon at the St. Lawrence Lounge.

If you're interested in organizing a White Ribbon Committee in your community or workplace, contact the non-profit White Ribbon Campaign

organization at 1-800-263-6276 (fax 596-8359) or write 220 Yonge Street, Galleria Offices, Suite 104, Toronto, Ontario M5B 2H1.



**WHITE RIBBON  
CAMPAIGN**

### Restructuring update: continued from page 2

constraint environment; and roles and expectations of Program Management Committee, Area Management, Corporate Services Division and Policy Divisions.

On Oct. 21, Sue Herbert met with the Corporate Services divisional managers and senior analysts to discuss the new relationship between Program Management

and Corporate Services and to relate her expectations of both divisions. A Corporate Services orientation session for new CSD staff as well as the financial and systems staff in Management Support Branch took place in November.

## dialogue

Ontario Community and Social Services

Dialogue is published 10 times a year by the Communications and Marketing Branch of the Ministry of Community and Social Services (MCSS) to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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